

4/22/81

Agency Personnel Management Planning and Reporting

I. Elements:

A. The expressed interests of the DCI, DDCI, and Heads of Career Services on personnel matters provided the D/PPPM in an annual planning meeting.

B. Planning information concerning which a managerial decision must be made each year.

C. Information which may require exceptional decisions to be made to effect change and/or corrective action to meet pre-established personnel goals.

II. Objective:

To provide valid, useful, and timely analysis of information to the DCI, DDCI, and Heads of Career Services to assist them in decision making as it relates to Agency personnel management programs.

Sample questions which managers might ask are:

- Is the Agency competitive in attracting the kind of employees needed?
- Are skills being lost through retirements, resignation, and reassignment being replaced?
- Are we maintaining an adequate pool of resources with language skills?
- Are the best people being given opportunity to compete for key Agency positions?
- Are we making sufficient progress in meeting EEO and affirmative action objectives?
- Is our selection process assuring the acquisition of the quality of employee desired?

III. Methodology:

Through effective monitoring of Agency personnel activity to:

- measure progress in meeting selected predetermined personnel management goals;

4/30. Bill & Sam have gathered together.

- determine whether existing policies or practices are achieving the desired results;
- assist in identifying action which might be necessary to achieve desired results;
- observe trends, and better anticipate the potential impact that management inaction might have if data analysis reveals a finding indicating a direction at considerable variance from planned objective.

IV. Proposed Planning Elements:

A. Projected Separations and Net Losses Due to Conversions.

This data is based primarily on computer-assisted projections and will assure a reasonably valid targeting of promotion rates and hiring. These projections incorporate additional relevant personnel flow factors which are not immediately obvious such as age distributions, turnover in past years, etc.

B. Plan for Conversion From Clerical and Technical to Professional Level.

This plan is an expression of management intentions relevant to career development, upward mobility, and affirmative action efforts.

C. External Hiring Plans and Net Gains Due to Conversions.

This plan is derived from computer-assisted projections and arrives at a more valid statement that addresses the combined effect of both internal conversions and external hires. It also effects anticipated headroom for promotions and requires a managerial focus on both external and internal affirmative action plans.

D. Promotions

This plan element is derived by the Career Service from OPPPM computer-assisted projections. Again, promotion feasibility projections incorporate personnel flow data not immediately obvious to many managers.

E. Developmental Rotations.

Would summarize rotational plans relevant to the Senior Officer Development Program (SODP), and incorporate the specific definitions and grade categories stated in the program. This planning element would help ensure high visibility of each Career Service's responsibility for accepting officers on rotation who are being developed as part of the SODP.

V. Proposed Reporting Elements:

- A. Annual report of the accomplishments of planning elements.
- B. Report as warranted on:

1. Separations*
2. Accessions*
3. Reassignments (career development)*
4. Personal Rank Assignments**
5. Average Salary***
6. EEO
7. Language Skill Resources

* Bring up the occupational flow model (at the occupational family level) to monitor this element.

** Monitor PRAs using the two year limitation as being the norm.

*** (per Comptroller) monitor average salary (not average grade) - this is how payroll is budgeted and how OMB validates or adjusts Agency requests for personal service funds.

✓ 2. Prepared a briefing paper on the SIS Rank Stipend and Performance Award system for the DDCI. (AIUO)

3. In response to an inquiry from OSWR/NFAC, confirmed that GS-15 supervisors of senior analysts at the SIS level will prepare PARs and performance award recommendation sheets on the SIS officer if the supervision and tasking of the senior analysts come from the GS-15 supervisor. (AIUO)

Addendum to Policy and Programs Staff

1. The Executive Committee met on 15 April and following advice from the members, the DDCI made the following decisions:

° The Agency will not adopt a merit pay system for GS-13 through GS-15 officers. However, if the subsequent experience of other agencies with such systems indicates this decision might have been a mistake, he will be willing to reconsider it.

° Admiral Inman concluded that the APP/APR have outlived their utility and should be discontinued in their present form. He tasked OPPPM and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system.

° In response to the DDA's proposed modifications to the Agency-wide vacancy notice system (delaying reinstituting the system until 1 June; an extension of the mandatory release time of an employee selected for a vacancy from six weeks to ninety days; requiring that employees remain in position for a minimum of one year or - if they have received four months of training - a minimum of two years; and, having acceptance of rotational assignments advertised by vacancy notices negotiated by the Career Services involved), Admiral Inman concluded that he needed more education on the whole vacancy process and deferred reaching any decision on this issue. (AIUO)

2. Prepared notes for D/PPPM's use in discussing with the ADD/NFAC his thoughts on revising Agency personnel policies and procedures. (AIUO)

3. Work on 14 background papers for the DDCI on the Agency's personnel management system has been completed, and some papers have been submitted to Admiral Inman. Others are awaiting final typing, and will be submitted in packages of two or three. (U)

25X1 4. [] drafted a memorandum to the DDCI responding to the DDA's request to modify the Agency's comparative evaluation system. The DDA's proposal would grant supervisors, rather than panels, authority to promote those at the trainee level, and suggests that a pilot program be initiated in OL. (AIUO)

25X1 5. [] prepared a preliminary paper on the issue of future Agency personnel management planning and reporting to be discussed with [] (U) 25X1

TRANSMITTAL SLIP		DATE <i>4, 2</i>	
TO: <i>Irem</i>			
ROOM NO.	BUILDING		
REMARKS: <i>F.I.I</i> <i>This is a paper I prepared to serve as a discussion piece with [redacted] He's on leave & wants to meet with me next week. (Note the heavy emphasis on evaluation)</i> <i>BoN</i>			
FROM: <i>BoN</i>			
ROOM NO.	BUILDING	<i>4A</i>	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

QUESTION

- CONTINUING THE ANNUAL PERSONNEL PLAN AND REPORT

ORIGIN

- DCI COLBY INITIATED
- FIRST CYCLE IN FY 73

PURPOSE

- TO SET MANPOWER PLANNING GOALS IN SUCH AREAS AS
STAFFING
PROMOTIONS
ROTATIONAL ASSIGNMENTS
MINORITY/FEMALE RECRUITMENT AND PROMOTION TARGETS
- TO REPORT UPON GOAL ATTAINMENT

USE

- TO INSURE THAT MANAGERS HAVE THE PERSONNEL RESOURCES
NEEDED AND DESIRED TO ACCOMPLISH PROGRAM PLANS
- TO EVALUATE HOW WELL THE GOALS WERE MET
- TO IDENTIFY WHY GOALS WERE NOT MET

(SHOW NEXT TWO VIEWGRAPHS AS EXAMPLES OF USE)

PROBLEMS

- RELUCTANCE ON THE PART OF SENIOR MANAGERS TO
MONITOR PROGRESS AND TO HOLD MANAGERS RESPONSIBLE
FOR ACCOMPLISHING GOALS
- LACK OF ENTHUSIASTIC ACCEPTANCE AND SUPPORT AT
SUBORDINATE LEVELS
- CUMBERSOME PROCESS REQUIRING MANY HOURS TO PREPARE
PARTIALLY ALLEVIATED BY CENTRALLY PROVIDING STATISTICS
FROM PERSONNEL DATA BASE

CONCLUSION

- THE CONCEPT OF GOAL SETTING AND MONITORING THE
ACCOMPLISHMENT OF GOALS IS A VALUABLE MANAGERIAL
TOOL
- BUT, IS THE TOOL DESIRED AND USEFUL?

COURSES OF ACTION

- CONTINUE THE PRESENT ANNUAL PROCESS OF GOAL SETTING
AND REPORTING
- HAVE PERIODIC REPORTING OF ACCOMPLISHMENTS IN SPECIFIC
AREAS
- ABOLISH CONCEPT
- OPPPM ALTERNATIVE
 - OPPPM MODELS (YEARLY, TWO- OR THREE-YEAR?)
TARGET FIGURES
 - FROM TARGETS DDCI AND DEPUTY DIRECTOR AGREE TO
GOALS AND TIME FRAME
 - AGREED GOALS PROVIDED OPPPM
 - OPPPM REPORTS TO DDCI/DEPUTY DIRECTORS ON GOAL
ATTAINMENT FIGURES (QUARTERLY, SEMI-ANNUALLY,
ANNUALLY?)
 - DDCI/DEPUTY DIRECTORS ESTABLISH ACCOMPLISHMENT
LEVELS FROM ATTAINMENT STATISTICS AND NEXT COURSE(S)
OF ACTION

~~SECRET~~

Table 1

ON-DUTY STRENGTH WOMEN & MINORITY PROFESSIONALS
FY 1979 AND FY 1980

<u>% Women Professional ODS</u>		<u>% Professional ODS, GS-12 & Up</u>
FY 79 Goal	17.49%	10.23%
FY 79 Achieved	18.09	10.22
FY 80 Goal	18.73	10.69
FY 80 Achieved	19.40	10.71
<u>% Black Professional ODS</u>		
FY 79 Goal	4.22%	1.81
FY 79 Achieved	3.83	1.90
FY 80 Goal	4.56	2.39
FY 80 Achieved	4.2	2.28
<u>% Asian American Prof. ODS</u>		
FY 79 Goal	1.92	1.79
FY 79 Achieved	1.99	1.92
FY 80 Goal	2.10	2.04
FY 80 Achieved	1.9	1.04
<u>% Hispanic Professional ODS</u>		
FY 79 Goal	1.65	1.03
FY 79 Achieved	1.56	1.08
FY 80 Goal	1.89	1.16
FY 80 Achieved	1.7	.62

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Approved For Release 2005/12/14 : CIA-RDP92-00455R000100180001-5

Table 2

PROMOTION RATES WOMEN & MINORITY PROFESSIONALS
FY 1979 AND FY 1980

<u>% All Professional Promotions (Women)</u>		<u>% Women Professionals Promoted</u>
FY 79 Goal	22.37%	---
FY 79 Achieved	25.52	35.55
FY 80 Goal	27.41	---
FY 80 Achieved	25.20	35.46
<u>% All Professional Promotions (Black)</u>		<u>% Black Professionals Promoted</u>
FY 79 Goal	5.90%	---
FY 79 Achieved	5.80	38.50
FY 80 Goal	6.34	---
FY 80 Achieved	4.71	30.52
<u>% All Professional Promotions (Asians)</u>		<u>% Asian Professionals Promoted</u>
FY 79 Goal	1.08%	---
FY 79 Achieved	1.93	28.73
FY 80 Goal	2.15	---
FY 80 Achieved	1.26	18.02
<u>% All Professional Promotions (Hispanics)</u>		<u>% Hispanic Professionals Promoted</u>
FY 79 Goal	2.46	---
FY 79 Achieved	1.98	33.57
FY 80 Goal	2.55	---
FY 80 Achieved	2.19	34.61

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APR. APP

14B

3/10/81 - paper den, recommending drop -
to Henry

3/17/81 - back for redo suggesting keep but
from DCI order to do personally

4/3/81 - in Exem 4/15/81

4/15 - - drop as is - Exem + opt to come
up if altered - [working in
Council w/ 12 Mar 81 Susan Jones
on Personal Planning]

- 4 -

APP/MPV-

✓ 3/10/81

But W.

4- APR + APP

- Recommending it. APP be dropped. Dep. dno 3/10/81

- APP originally Planning document - obtained in Aug.
for next FY.

- APR - tried to tie in APP, ASP, SIS, EEO - APR
as retrospective look at past FY - in Oct.

- Plan started fall apart w/ SIS needs
excluded + EEO -

- Currently shows highest OPA levels in
years.

4/16/81 - 4/15/81 Exam - discontinue
Exam + so to come up w/ alternatives

SECRET

APP/APR

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

DD/PAGE
1006 Ames

EXTENSION

NO.

DATE

9 April 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EA/D/PPPM
5E58 Hqs.

2.

3.

DD/PPPM

4.

5.

D/PPPM

6.

7.

8.

9.

10.

11.

12.

13.

14.

Per our discussion, attached is a suggested viewgraph outline for you to follow on the APP/APR at the 15 April EXCOM. Please note that we have added an OPPPM alternative. Stan and I put our heads together and came up with the idea and tested it on Irene and [redacted] Basically, it involves HRPS providing to the DDCI (and, if desired, the Deputy Directors) target figures for the APP. The DDCI/DDs meet and determine goals. Agreed goals are provided to OPPPM who will then provide statistics to DDCI/DDs on attainment. They meet to discuss how well attaining the goal is going. No analytical report would be required. Can we meet to discuss further?

Att

4/16/81

at 4/15/81 Excom

only - DDCI

Excom, with

only discontinue.

with alternatives

OPPPM to come up

with alternatives

ways to monitoring per org. Ben

ways to monitoring per org. Ben

wants PMAB consider

PMAB review known to our Org

Rec'd get clarified

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

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15.

BACKGROUND - APP, PM'S